



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
US ARMY COMMUNITY AND FAMILY SUPPORT CENTER
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CFSC-SP

MEMORANDUM FOR SEE DISTRIBUTION

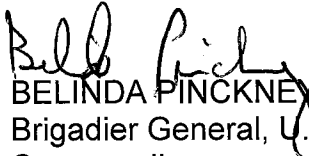
SUBJECT: Commanders' Guide

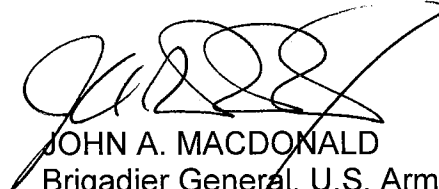
1. Enclosed is the August 2006 update to the Commanders Guide for Morale, Welfare, and Recreation (MWR). This guide is a collaborative effort between the U.S. Army Community and Family Support Center (CFSC) and the U.S. Army Installation Management Agency (IMA). So you can see "at a glance" what's different, additions are underlined. In the electronic version, changes are also in red.
2. The guide is meant to be both a source of information and a potential feedback loop for the Directors of Morale, Welfare, and Recreation (DMWR) at the IMA Headquarters, Regions, and at CFSC. It may provide performance management review or quarterly training brief or weekly staff meeting measures for you to watch. It does not change current guidance to report through your IMA region or headquarters chain of command.
3. On 1 October 2005, all garrisons in the United States and pilot sites overseas began using Uniform Funding and Management (UFM) procedures and processes to execute the appropriated funds (APF) provided for MWR. NLT 01 October 2006 the remaining OCONUS locations will be implementing UFM. Please ensure all applicable guidance is followed. When installation-generated nonappropriated funds (NAF) are used to execute requirements that should be funded with APF, the garrison's ability to make capital reinvestments in NAF funded programs and facilities will be diminished. This can have a cascading effect on all of Army MWR's ability to make capital reinvestment. Complete guidance can be found at www.ArmyUFM.com.
4. Initiatives such as the Residential Communities Initiative, Enhanced Use Leasing, Privatization of Army Lodging, and Public-Private Ventures afford garrisons an added opportunity to serve Soldiers and families. When considering these opportunities please evaluate their potential to affect your MWR program and the operations of the Army and Air Force Exchange Service. Contact your region MWR staff for assistance.
5. As always we welcome and want your feedback and recommendations so that the February 2007 update will be even more helpful to you. To ensure your recommendations are considered for the February 2007 update, please submit your feedback by 1 November 2006 through your IMA Region DMWR.

CFSC-SP

Subject: Commanders' Guide

6. You, the Garrison Commanders and your team are essential for sustaining the Global War on Terrorism. Without your support to Soldiers and families our combat force will be significantly less effective downrange. **THANK YOU** for what you do every day.


BELINDA PINCKNEY
Brigadier General, U.S. Army
Commanding


JOHN A. MACDONALD
Brigadier General, U.S. Army
Director, Installation Management
Agency

Enclosure

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COMMANDERS' GUIDE TO MWR

Third Edition
September 2006

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INTRODUCTION

At its January 2005 meeting the Executive Committee of the Morale, Welfare, and Recreation (MWR) Board of Directors approved the following mission and vision statements:

MWR Mission: Deliver predictable MWR programs and services that enhance the well-being of the Total Army Family and address the strategic imperatives of the joint expeditionary Army.

MWR Vision: First choice for those who serve; MWR for all of your life.

Areas of emphasis: On the following pages, the program proponents and managers at the U.S. Army Community and Family Support Center (CFSC) and the U.S. Army Installation Management Agency (IMA) have listed topics by program where placing emphasis on key areas will attain success.

BUSINESS PROGRAMS

1. Ensure MWR food, beverage, and entertainment (FBE) programs are an integral part of the commander's overall food service program and assist the Commander in meeting the food service needs of the installation's assigned or visiting personnel (AR 215-1, para 8-17 MWR food, beverage, and entertainment programs on military installations).
2. Reinforce policies and procedures to ensure food, beverage and entertainment operations support the Army goal of readiness and retention and are the installation focal point for social activities and military events that foster unit camaraderie, esprit de corps and cohesiveness. (AR 215-1, para 8-17 MWR food, beverage and entertainment programs on military installations).
3. Consider use of Enhanced Use Leasing (EUL) and Public-Private Ventures (PPV) for future project needs (AR 215-1, para 10-15, Public-Private Venture Projects).
4. Ensure managers participate in a club management certification program and attain certification by the fifth year of employment. For on-line Business Programs Management and Leadership Courses enter and register at www.mwraonline.com.
5. Ensure MWR activity managers' and professionals' Individual Development Plans (IDP) are current and include the appropriate training listed by category below. MWR managers must attain professional certification within five years of employment.
 - FoodTrak Training
 - Army Catering Module
 - Event Master
 - RecTrac Training
 - Micros
 - MWR Biennial Training Conference
 - PGA/Armed Forces Golf Managers' Training Seminar
 - Army's Bowling Center Management Certification Program
(www.army.mil/cfsc/documents/business/BOWLINGCERTIFICATION.doc).
 - Bowling Center Managers' Training Seminar and Bowl Expo
 - CaterSource Conference
 - NRAEF ServSafe® Food Safety and ServSafe® Responsible Alcohol Service Training.
 - Management for Golf Course Superintendents (MWR Academy)
6. Mandate management attendance and direct involvement in initial hire and annual Alcohol Servers Intervention Program (ASIP) training for all persons responsible for the control and sale of alcoholic beverages on your installation as required by AR 215-1, state and local laws.

7. When/ where required, construct and renovate as needed, bowling and golf snack bars to Strike Zone and Mulligan's MWR Theme Operations standards (MWR Executive Committee approved: 11 Feb 97).

8. Comply with the MWR Theme Operations Memorandum of Agreement (MOA) (AR 215-1, Section 2. para 8-17 8c(1) in all garrisons with an MWR Theme Operation. Requirements include:

- a. Use Joint Services Prime Vendor Program.
- b. Establish Dept. Code 25 (Theme Bar) and Dept. Code 26 (Theme Food) to record sales/expenses.
- c. Ensure managers are ServSafe certified.

9. Distribute the Business Managers' Planning calendar to designated program managers—Clubs, Golf, Bowling, Marketing, Sponsorship, Events Planners, and Catering as well as to the DMWR and the BOD/COD. Schedule quarterly meetings with these key personnel and utilize the calendar to develop programs for the year. Additional copies can be downloaded from www.mwrpromotions.org.

10. Ensure that your revenue-generating activities participate in CFSC-sponsored promotions, whenever feasible and that the promotion guidelines are adhered to. Prepare and submit a comprehensive After Action Report (AAR) upon completion of each CFSC-sponsored promotion. Reports must be submitted to the promotion POC within 30 days from the end of the promotion (e.g. Military Idol - Aug – Sep 06; 101 Days of Bowling - May – Sep 06; Fantasy NASCAR; Texas Hold'em, etc).

11. Update "Directory of MWR Business Personnel" when changes occur within your organization. This directory is the only list of all Category "C" business managers (DMWR, COD, Marketing, Clubs, Bowling, Golf and Special Events managers) and is used when determining distribution for calendars and other materials; serves as the mailing list for E-Trends and other electronic publications.

12. Comply with IMA policy to eliminate Category "C" financial losses with improved or curtailed operations (Installation Management Agency (IMA) Policy Letter 42, 30 Nov 2004, subject: IMA Memorandum #42, MWR Category C Business Performance Program; Commanders of poor performers, see paragraph 5a-h, Performance; See performance data for 2Q, FY06 at www.armymwr.org/home/Show_file.asp?fileID=554).

13. Migrate from the individual garrison contracts for payment processing to the centralized Customer Payment Solutions (CPS) contract NAFBA1-05-R-0033 within one year of the successful contract validation.

14. Comply with AR 215-1 requirements for concessionaire contract approval (AR 215-1, para 7-2c(8) MWR Resale Authority).

15. Direct/approve procedures ensuring all activities where employees receive or are eligible to receive tips comply with MWR and Internal Revenue Service tip allocation and reporting requirements; adverse financial implications for the employing activity and individual employees could be significant (AR 215-1, para 3-9 Taxes on Employee Tips, and Appendix C Tip Allocation/Reporting Requirements, www.armymwr.org/home/Show_file.asp?fileID=585). (<http://www.irs.gov/pub/irs-pdf/i8027.pdf>)
16. Direct use of the approved CFSC Managers Guide for Military Training Support Services (MTSS) where meals are provided by MWR activities for troop feeding that is available in Business Programs Policy at <http://www.armymwr.org/business/default.asp?ID=1>.
17. Ensure MWR Golf Course Managers attend the PGA/Armed Forces Golf Managers' Training Seminar (Jan 07) and superintendents attend the Golf Course Superintendents course at Texas A&M University (Dec 06).
18. Ensure MWR Catering/Food and Beverage Managers attendance at the IMCEA/CaterSource Conference (Jan 07).
19. Ensure MWR Bowling Center Managers attend the Bowling Center Managers' Training Seminar in conjunction with Bowl Expo (Jun 07)
20. Endorse business program managers (clubs, bowling, golf, and recycling) nominations for the James A. Carroll/Excellence in Management Awards (Nov 06). The MOI is published in August yearly.
21. Verify that garrisons with excess capacity have opened golf play to Veterans IAW OSD procedures (AR 215-1).
22. Enforce utilization of mandatory single-source purchase agreements for capital purchases such as golf cars (Dec 05) <http://armymwr.org/business/default.asp?ID=1> BP Policy.
23. Ensure compliance with CFSC memorandum dated 19 Jun 2006, subject: Memorandum of Instruction, Installation MWR POS Systems for Bowling Center, Golf Courses, Clubs, and Food, Beverage and Entertainment Facilities. This memorandum reiterates the 18 August 2005 MWR WG decision to approve Micros as the standard Food, Beverage and Entertainment (F&B POS) system. It also states that Micros implementation is a business decision by the Regional MWR Director, based on needs and scope of the F&B operation. RecTrac! is an exception for bowling and golf snack bars.

24. Use Micros, RecTrac!, GolfTrac, FoodTrak, Eventmaster, Financial Management Budget System (FMBS), Standard Management Information Reports for Finance (SMIRF), Standard NAF Acquisition and Contracting Systems (SNACS) and Source Time and Attendance (STA) IAW MWR Information Technology (IT) Fielding and Utilization Standards (Oct 05).
25. Review Garrison Business Programs Five Year Plans and submit DD Form 1391s as appropriate for consideration for project validation assessments (PVA) for new construction.
26. Implement the approved IMA corporate strategies for clubs (and food, beverage, and entertainment facilities), bowling, and golf to ensure activities and programs meet the BOD approved Net Income Before Depreciation (NIBD) standards (MWR BOD directed, Feb 06).
27. Ensure all applicable activities participate in the Joint Services Prime Vendor Program (JSPVP) which enhances the food procurement process. The JSPVP saves money, reduces overhead, guarantees 100 percent accurate pricing, earns rebates and promotes consistent value and quality.
28. Consider use of CFSC-NAF bowling equipment assessment contracts to determine equipment modernization needs.
29. Ensure RecTrac interfaces to bowling control systems (AMF and Brunswick) are in use. Use of interfaces will enhance internal controls and accurately transfer data from the AMF or Brunswick control system into RecTrac.
30. Effective May 2006 in compliance with the Army Installation Management Team's (AIMT) decision, Marketing & Sponsorship was reorganized and moved from (CFSC) Strategic Planning & Policy to (CFSC) Business Programs. This change at CFSC does not affect the standard garrison organization. Marketing & Sponsorship will continue to provide support to all MWR programs.
31. Ensure all MWR marketing communications materials comply with the MWR Brand Visual Guidelines set forth in the MWR Strategic Communications Plan approved by the MWR Working Group, Jan 03; including corporate apparel, signage, websites, brochures, stationary, promotional materials, etc. The plan and guidelines can be found in the MWR Brand Identity Toolkit CD published Sep 03 (<http://brand.armymwr.org>).
32. Utilize the recently fielded Marketing Plan Pro software and collaborate with program managers to develop marketing plans for MWR programs and participate in Marketing Plan Pro upgrade and training to be deployed 1Q, FY07. This program gives MWR marketing managers the ability to produce effective marketing plans for any MWR activity in an efficient automated environment. Whether the goal is to increase participation or revenue, a sound marketing plan will provide a roadmap to success. For more information please contact CFSC Marketing at 703-681-5273.

33. Support MWR marketing, commercial sponsorship and advertising professional development by encouraging personnel to take advantage of the centrally funded training opportunities available through the MWR Academy. Training such as the Marketing Managers Course, Programming and Special Events, Recreation Program Management and Leadership, and Marketing Plans for Activity Managers provides opportunities for marketing personnel and program managers to improve and refine their marketing and management skills. <http://www.mwraonline.com>.
34. MWR is the only Federal entity authorized to solicit and accept commercial sponsorship on Army installations. Units or individual Soldiers may not solicit for sponsorship, advertising, gifts or donations. Only MWR employees designated by the garrison commander or Director, MWR are permitted to engage in the solicitation of commercial sponsorship and advertising. Designation letters signed by the garrison commander or DMWR must be submitted for all sponsorship and advertising personnel (AR 215-1, para 7-47 d(4)).
35. Provide appropriate professional development and ethics training to all designated sponsorship and advertising personnel (AR 215-1, para 7-47 c(1)).
36. Submit annual sponsorship and advertising income and expenses reports and by-name lists of top ten sponsors and advertisers no later than 31 Oct 2006 for FY06 (AR 215-1, para 7-47 d(4)).
37. Develop strong relationships with your surrounding business community by attending local Chamber of Commerce and other civic group events. Involvement with these entities may lead to increased sponsorship and advertising revenue for MWR.
38. Partner and build strong relationships with local radio, television and print media. Exposure is critical to the success of MWR events hosted and held on installations that are open not only to authorized MWR patrons but also to the local community.
39. Encourage your local Public Affairs office to refer companies interested in supporting the military to contact the MWR sponsorship and advertising office.
40. Encourage MWR program and activity managers to create quality MWR events for Soldiers and their families: that provides sponsors a measurable return on investment.
41. Attend tradeshow to find and establish contacts with companies that might result in new sponsors for your programs.
42. Provide suggestions and ideas for packaging events and programs to CFSC Corporate Partnerships. This may result in additional Army-wide programs that will provide revenue to participating installations. Please contact 703-681-5274.
43. Show command support through Star notes, awards and interaction with existing sponsors and advertisers.

44. Use Financial Management Budget System (FMBS), Standard Management Information Reports for Finance (SMIRF), Standard NAF Acquisition and Contracting Systems (SNACS) and Source Time and Attendance (STA) IAW MWR IT Fielding and Utilization Standards (Oct 05).

CHILD AND YOUTH SERVICES (CYS)

1. Submit accreditation applications and annual status reports to the appropriate IMA Region for review and approval (with CFSC providing subject matter expertise when requested) prior to submitting to the accrediting organization (Military Child Care Act; CYS Key Management Controls, 19 Nov 01).
2. Maintain CYS supervision ratios to ensure the safety, health, and well-being of children (CYS Key Management Controls, 19 Nov 01).
3. Ensure the percentage of flex employees does not exceed 25% of the total staff of Child Development Centers (CDC)/ School Age programs and 30% for Middle School/Teen programs (Child and Youth Personnel Pay Program [CYPPP], 12 Feb 99, CYS Key Management Controls, 19 Nov 01).
4. Enforce Child and Youth Services (CYS) Home Alone Policy (out-of-school child supervision requirements for elementary and middle school children and youth during parental duty hours) based on Army guidance (Out of School Child Supervision Requirements for Elementary and Middle School Children and Youth During Parental Duty Hours, 11 Jul 00).
5. Prepare annual CYS Operation Plan to outline garrison operational capability (e.g., child care demand, facility capacities, outreach opportunities, partnerships) and determine the number of child and youth spaces that the installation can provide; ensure the Directorate of Public Works (DPW) and CYS work together to prepare for new construction and modular facilities to meet demand (CYS Key Management Controls, 19 Nov 01).
6. Develop and annually review a CYS Mobilization and Contingency plan to define CYS responsibilities during mobilization, deployment, and contingency situations and resources required to implement the plan (US Army CYS Mobilization and Contingency (MAC) Handbook, 9 Jan 03; CYS Mobilization and Contingency Planning and Cost Projection Tool, 8 Jan 03).
7. Establish CYS Core Operating Hours to meet installation mission requirements. Provide flexible hours in the Family Child Care (FCC) program to meet patron needs for extended duty day, weekend and long term care (CYS Key Management Controls, 19 Nov 01).
8. Utilize compensatory enrollment authority (AR 608-10, chap 5-2) for CDCs and School Age programs to maximize the availability of care by reducing waiting lists (CYS Key Management Controls, 19 Nov 01).

9. Align child and youth programs (and all related baseline programs) under a single management structure to ensure seamless delivery for parents and compliance and predictability across the Army Standard Garrison Organization (CYS Organizational Structure, 17 Jul 00).
10. Use QCCS and QYDP Management Decision Package (MDEP) appropriated funds only for direct operating expenses (IMA FY04 Netcall #24).
11. Ensure Child Development and School Age programs together break even before depreciation (MWR BOD directed, Oct 98; CFSC-FM-C Memo, subject: Fiscal Year 2005 (FY 05) Nonappropriated Fund Instrumentalities (NAFIs) Financial Management Operation Guidance).
12. Use productivity, cost management and accountability tools (e.g., Staffing Template, Space Census, Revenue Projection, Standards Accountability Tool, Annual Report, etc.) to ensure business processes eliminate waste and provide cost effective, efficient use of Army resources (CYS Annual Report and Program Status Update; Child and Youth Services Productivity, Cost Management, and Accountability (PCMA) Tools, 22 Jul 03).
13. Use Child and Youth Management System (CYMS) software as the management information system and operate it IAW prescribed metrics and maximum operating capability (CYS Key Management Controls, 19 Nov 01; BOD directed; and MWR Information Technology (IT) Fielding and Utilization Standards (effective Oct 05)).
14. Use Financial Management Budget System (FMBS), Standard Management Information Reports for Finance (SMIRF), Standard NAF Acquisition and Contracting Systems (SNACS) and Source Time and Attendance (STA) IAW MWR IT Fielding and Utilization Standards (Oct 05).
15. Complete required annual unannounced multi-disciplinary local inspection (Installation Child and Youth Evaluation Team (ICYET)). Ensure garrison commanders initiate the ICYET and receive briefings of findings/commendations from ICYET team and approve/monitor the corrective action plan. Attend Region Child and Youth Evaluation Team (RCYET) out-brief to receive commendations/findings and accept recommended corrective action plan. Command attention to ICYET and RCYET findings ensure successful child and youth programs (Military Child Care Act; CYM Key Management Controls, 19 Nov 01; AR 608-10, para 2-31 and 2-32).
16. Ensure Youth Technology Labs comply with the certification and accreditation documents (Networthiness Certification for Child and Youth Services Youth Technology Lab (CYS-YTL), 16 Sep 04).

17. Ensure Functional Technology Specialists meet requirements defined by local Director of Information Management (DOIM)/Signal for Information Assurance and technical certification to manage and maintain computers in the CYS-YTL (System Security Authorization Agreement (SSAA) for the US Army Community and Family Support Center's Child and Youth Services Youth Technology Lab System, version 2, Jun 04).
18. Ensure that each installation CYS program works with county and state 4-H extension staff to establish at least one multi-project 4-H community club. Status is reported through Regions in the 4-H quarterly report (4-H Clubs in Army Child and Youth Services Programs, 12 Apr 02).
19. Maintain BGCA affiliate membership to maximize the many opportunities (program and financial) available to installations and installation youth offered by BGCA's (Memorandum of Understanding (MOU) Between BGCA and HQ CFSC, 1 May 96).
20. Accept the invitation to participate in your Boys and Girls Club State Alliance, allow use of NAF funds for membership fees, and maximize all opportunities to receive a share of state funding (CFSC-CYS Memo dtd 22 Nov 05, Subj: Boys and Girls Clubs of America State Alliances).
21. Ensure that Child Development programs implement procedures to reduce the risk of Sudden Infant Death Syndrome and obtain a signed agreement from each infant parent (CFSC-CYS Memo dtd 22 Nov 2005, Subj: Revised Strategies to Reduce the Risk for Sudden Infant Death Syndrome (SIDS) in Child Development Services (CDS) Settings).
22. Develop an installation Child and Youth Services Fee Guidance IAW Department of Army and Department of Defense Fee Policy to ensure that parents pay their "fair share" of costs required to provide installation child and youth programs (CFSC-CYS Memo dtd 09 Sept 05, Subj: School Year (SY) 2005-2006 Army Child and Youth Services (CYS) Consolidated Fee Policies and Guidance). The DA Fee Policy requires programs to conduct an annual audit by the Garrison Internal Review (IR) personnel. The audit focuses on internal fee procedures, patron privacy protection, and patron income information. (CYS Baseline standard #15, DA CYS Fee Policy).
23. Work with the School Liaison Officer (local written protocol) to ensure that school districts with substantial numbers of military students are signatories to the School and Education Transition Services (SETS) MOA (Army School Liaison Officer Handbook, chapter II-9, 22 July 2002 and U.S. Army Secondary Education Transition Study, Executive Summary, June 2001).
24. Take responsibility for developing a viable Local Action Plan (LAP) with local school districts, including regular assessments and updates (U.S. Army Secondary Education Transition Study, Executive Summary, June 2001).

25. Contact area school Superintendents to provide opportunities for educators to learn about military life and the importance of helping students during transitions (Army School Liaison Officer Handbook, chapter V, 22 July 2002).

26. Ensure a MOA/MOU exists between CR and CYS/ Schools of Knowledge, Inspiration, Exploration, and Skills (SKIES).

27. The establishment of a youth sponsorship program is required at each military installation to facilitate the integration of youth of installation personnel into new surroundings when moving to that military installation as a result of a parent's permanent change of station (PL 104–106, National Defense Authorization Act of 1996).
Note: The requirement for youth sponsorship is also not included since this is not in MWR/CYS Baseline standards, ISR, etc.; however, there is a statutory requirement for this program (i.e. Public Law) and thus should be considered for inclusion.

28. Ensure that the Youth Technology Labs (YTLs) are monitored at all times when youth are present.

29. Implement a program to improve health and fitness in youth through the CYS Sports and Fitness branch. Focus on nutrition and exercise education, individual sports, as well as team sports addressing the child obesity crisis occurring with American children.

FAMILY PROGRAMS

1. Meet Army Community Service (ACS) accreditation standards as set forth in AR 608-1, Army Community Service Center. Complete self study, forward documentation and correct deficiencies in accordance with timelines. Currently, 90 centers (95 percent) are accredited. CFSC expects to attain 100 percent by accrediting the remaining 5 centers by end FY 07. (DA Pam 608-17, Instructions for Implementing ACS Accreditation Program).
2. Review and validate garrison input to Installation Status Report (ISR) Infrastructure and Services/Service Based Costing (SBC) assessments, particularly appropriated fund (APF) and nonappropriated fund (NAF) program execution recorded in SBC. Garrisons must ensure that they have accurately reported APF execution to the Defense Finance and Accounting Service (DFAS). There should be no NAF reported in these programs except for volunteer recognition. It is critical to the planning, programming, and budgeting process that garrison data be exact.
(<http://isr.hqda.pentagon.mil/download/webfiles/ISR3/ISRSBCGenFuidance.doc>).
3. Ensure APF execution rate of MDEP QACS is greater than or equal to 99 percent of annual funding plan (MWR BOD directed Baseline Standards Assessment, Feb 00).
4. Develop transition plans to address community changes resulting from the Army Transformation, Global Defense Posture Realignment (GDPR), and BRAC in planning, resourcing, staffing and delivery of ACS programs.
5. Mobilization and Deployment:
 - a. Incorporate policies on Family Readiness Groups provided in AR 608-1, Appendix J into FRG and Rear Detachment training programs. Develop and incorporate into the installation's contingency plan an effective Family Assistance Plan that addresses all levels and phases of deployment, mobilization and SSOs for the expeditionary Army. (www.ArmyFRG.org; www.MyArmyLifeToo.com).
 - b. Utilize Soldier and Family Life Consultants (SFLC) as a deployment reunion and reintegration support to Soldiers and their families to prevent family distress by providing education and information on family dynamics, parent education, available support services, and the effects of stress and positive coping mechanisms. Provide information on Military OneSource including information about private face to face counseling at all reunion and reintegration events. Call Military OneSource at 1-800-342-9647 and request briefing support, table displays marketing materials etc for reunion and reintegration events. Encourage Active, Guard and Reserve units to utilize Military Family Life Consultants to support Reintegration and Reunion Activities, and for short-term problem resolution for family issues, deployment adjustment and marital issues.

- c. Develop a partnership between ACS and the Family Readiness teams for each unit that includes an active and effective unit services strategy.
- d. Ensure ACS and FRGs use OPReady training materials in order to standardize training and implementation across installations.
- e. Encourage newly assigned Rear Detachment Commanders and Family Readiness Group Leaders to complete online training immediately upon assumption of duties through www.MyArmyLifeToo.com.
- f. Fully support the establishment of Inter Service Family Assistance Committees (ISFAC) and ensure attendance of staff at ISFAC meetings. By gathering all agencies within a state that support service members and their families, an ISFAC facilitates more complete support to families closest to where they live.
- g. Ensure battalion commanders (and above) of units in line for deployment establish Virtual Family Readiness Groups (vFRG) to link family members with the military and provide a sense of community.
- h. Include Military Family Life Consultants in every briefing to subordinate commanders as a tool to assist units in organizations in addressing family issues

6. Soldier and Family Readiness:

- a. Ensure Family Advocacy Program (FAP) managers comply with AR 608-18, The Army Family Advocacy Program, regarding prevention/treatment referral procedures and policies for implementing the program. Requirements include:
 - (1) To provide annual training to commanders, senior leaders and Soldiers, on a variety of topics including Domestic Violence, child abuse and neglect, etc.
 - (2) Developing prompt reporting and assessment of out-of-home abuse – command liability issues;
 - (3) Establishing memoranda of agreement (MOAs) with local law enforcement to comply with FAP requirements.
 - (4) Establishing victim advocacy polices to assist with Military Protective Orders, provide victim safety and crisis support, information, and referral to civilian and military resources.
 - (5) Coordinate and conducting fatality review of all known or suspected domestic violence or child abuse related homicides and suicides in accordance with AR 608-18; and prepare annual installation fatality report for Garrison commander's review and approval.

(6) Implementing new restricted reporting policy for incidents of domestic abuse in accordance with CFSC operational guidance dated 26 Apr 06.

b. Refer new parents (with children prenatal to three years of age) to the New Parent Support Program for an assessment. The assessment identifies those who may be at risk for family violence and recommends voluntary home visitation services. (DoD Instruction 6400.05 New Parent Support Program, Dec 05). Encourage new parents not near an installation to call Military OneSource at 1-800-342-9647 to get information on parenting, child growth and development and other helpful topics including child care in their local area.

c. Establish a Sexual Assault Review Board (SARB) consisting of the Sexual Assault Response Coordinator (SARC), medical, legal, chaplain, and PM/CID; SARBs will function in accordance with AR 600-20, Chapter 8, Sexual Assault Prevention and Response Program (SAPRP), Feb 06.

(1) Ensure that the installation has written policy and procedures that outline SARC and Victim Advocate (VA) responsibilities in handling sexual assault incidents IAW Chapter 8, AR 600-20. (DODD 6495.01)

(2) Ensure that the installation provides a 24 hour/7day hotline for victims to be answered by the on-call SARC, VAs, and Unit Victim Advocates (UVAs).

(3) Ensure that the SARC receives and submits sexual assault data from the various agencies and report into Defense Case Report Management System (DCRMS). (DODI - awaiting publishing)

(4) Assist commanders at brigade and higher levels to appoint, on collateral duty, a minimum of one soldier/civilian to serve as the command's deployable.

(5) Assist commanders at battalion level and above to appoint a minimum of two Soldiers to serve as unit victim advocates (UVAs).

d. Educate commanders, unit, and installation leaders about the Transitional Compensation for abused dependent services (PL 103-160, The National Defense Authorization Act of FY 94, Sec. 554, <http://www.armymwr.org/images/tc.ppt>). Promote Transitional Compensation as one of the commanders' best resources to help families restore self-reliance and well-being when abuse occurs that results in separation of the Soldier.

e. Establish procedures to identify Soldiers with exceptional family members who do not enroll in the Exceptional Family Member Program (EFMP) (AR 608-75). Ensure that reassignment processing (to include OCONUS deployment screening) is completed within 30 days of the Enlisted Distribution Assignment System and Officer Request for Orders date (para 1-25, AR 608-75). Timely completion of reassignment processing is key to ensuring services are available for exceptional family member at new assignment location. Encourage Soldiers and spouses to contact the EFMP program manager to receive information and/or specialty consultation. Contact Military OneSource for additional information on special needs educational materials, available by phone (Stateside: 1-800-342-9647, Overseas: 800-3429-6477 – use applicable access code) or line at (www.militaryonesource.com).

f. Comply with AR 608-47, Army Family Action Plan, to manage installation Army Family Action Plan (AFAP) program. The “Communities First” initiative is not a replacement for AFAP but should be used as one of many feeders for issues meeting established criteria for submission to community AFAP conferences.

(1) The process of year round issue collection, review, and recommendations by AFAP constituents and leadership remains a critical element of a successful AFAP program.

(2) The AFAP Commander's Steering Committee offers a method to streamline the various committees within garrisons. It is highly respected as the community executive body, chaired by the Garrison Commander, responsible for vetting issues affecting individuals, community constituents, and leaders. Garrison Commanders can use the steering committee as an umbrella and develop feedback mechanisms linking installation committees to create a team approach to improving the community, while eliminating participants' attendance at multiple meetings.

g. Comply with AR 608-48, Army Family Team Building Program, to implement Army Family Team Building (AFTB) readiness training and professional development for family members.

(1) Establish an AFTB Advisory Council that includes Garrison commander, AFTB program manager, AFTB advisor, key AFTB volunteers and key community personnel, e.g., child care and marketing.

(2) Encourage family members to enroll in AFTB classes to learn how to better manage the highly complex and mobile military lifestyle and to develop and enhance personal skills. Encourage Soldiers to enroll in AFTB training in order to receive promotion points (CFSC Memorandum, 29 Jul 02, subj: Army Personal and Family Readiness Courses for Promotion Points, www.MyArmyLifeToo.com).

h. Provide outreach to junior enlisted Soldiers who have the greatest need but are least likely to take advantage of available services until they have reached a state of crisis (AR 608-1, para 1-9). Encourage spouses to participate in the online spouse mentoring opportunity through www.MyArmyLifeToo.com.

7. Relocation Readiness:

a. Develop and provide services to families living separately from their sponsor as a result of an unaccompanied tour, mobilization, deployment or stability and support operations.

b. Establish an effective Waiting Families Program that identifies and supports these immediate and extended family members separated from their Soldier. Services will include: client needs assessment, crisis intervention services, liaison to connect families with military and civilian agencies and support groups as appropriate (www.myarmylifetoo.com). Provide all spouses who are living separately from their sponsor with Military OneSource marketing materials and information on the services offered including information and referral and private face to face counseling.

c. Update quarterly the Standard Installation Topic Exchange Services (SITES) database as it provides valuable community and installation information for relocating military members and their families. Ensure that information regarding schools is posted prior to the beginning of the new school year. (<https://www.dmdc.osd.mil>).

d. Encourage spouses of relocating Soldiers to participate in the online spouse sponsorship program available via www.MyArmyLifeToo.com.

8. Financial Readiness:

a. Direct military personnel detachments to make eight hours of financial readiness training available for first term Soldiers (House Appropriations Committee Report 105-206 to accompany HR 2266, FY 98 National Defense Appropriations Act).

b. Support unit commanders in establishing mandatory training for: personal financial management for first-term Soldiers within three months of arrival at their first duty station; financial counseling; junior enlisted Soldiers scheduled for initial permanent change-of-station move; and refresher classes for personnel who abuse or misuse check-cashing privileges (AR 608-1, para 4-38).

c. Encourage garrison commanders to establish local partnerships with local Better Business Bureaus and organizations to expand support to active and Reserve Component Soldiers and their families (CFSC Memorandum of Understanding with the Council of Better Business Bureaus, 29 Jul 03). Solicit feedback on recurring consumer problems affecting Soldiers and family members such as predatory lenders, unfair business practices, etc. and coordinate with Staff Judge Advocates, Inspectors General, and the Armed Forces Disciplinary Board on consumer issues.

9. Employment Readiness:

a. Employment Readiness program managers, in addition to career counseling, resume' and job search assistance, will network with local Army Spouse Employment Partnership (ASEP) member businesses.

b. Conduct widespread marketing of the ASEP and form partnerships with local Chambers of Commerce, local contractors, and local ASEP corporate partners to increase employment opportunities for spouses (Public Law 107-107, The National Defense Authorization Act of FY 02, Sec. 571; AR 608-1).

10. Volunteers:

a. Recognize ACS volunteers' contributions and support to their military communities (DoD Instruction 1100.21, Volunteer Services in the Department of Defense).

b. Ensure nominations for the prestigious Emma Marie Baird for Outstanding Volunteer Service in ACS are submitted to IMA Regions/MACOM Headquarters; IMA Region/MACOMs submit to CFSC headquarters.

c. Implement an installation volunteer program and monitor its management (AR 608-1; 10 USC 1588, Authority to Accept Certain Volunteer Services).

d. Ensure nominations for the variety of awards, to include higher than installation level, are submitted through proper channels and in the proper format to maximize the number of deserving recipients.

11. Marketing Resources:

a. Promote MyArmyLifeToo.com as the Army's official family website to ensure families receive resources, information and services (www.myarmylifetoo.com).

b. Provide information at family program briefings, classes and events on Military OneSource including information about private face to face counseling as an additional tool to assist Soldiers and families. Provide off post populations with information on how Military OneSource can provide information and specialty consultation on financial management. Provide marketing materials that Soldier can use to call the service, (Stateside: 1-800-342-9647, Overseas: 800-3429-6477 – use applicable access code) or line at. www.militaryonesource.com.

COMMUNITY RECREATION

1. Implement the Recreation Delivery System (MWR BOD directed, Feb 98). The Recreation Delivery System is a process to provide customer guided recreation programs and services, efficiently and effectively, through a variety of avenues, e.g., staff direction, contracts, partnerships, cooperative programs.
2. Accredit Community Recreation programs IAW National Recreation and Parks Association (NRPA) (MWR EXCOM directed, Sep 01); Installations that have implemented the Recreation Delivery System may apply for accreditation; Pilot sights have been completed and three Army Garrisons have been accredited by NRPA (Forts Carson, Leavenworth and Monmouth).
<http://www.armymwr.com/corporate/programs/recreation/capra.asp>
3. Change para to read as follows: Use Community Recreation baseline standards to develop staffing, hours of operation, and funding requirements and guide administration for Recreation, Sports and Fitness and Libraries (MWR BOD directed, Feb 00).
4. Adhere to Department of Defense (DoD) MWR standards for libraries and sports and fitness.
5. Use of RecTrac! is mandatory (MWR BOD directed, Oct 94). Ensure necessary hardware is in place, training is delivered, and system is used to full capability. Expected reports generated by RecTrac! are: POS Hourly Usage Report, POS What's Hot and What's Not, Rounds Report, Daily Pass Visit Report, and the Global Trial Balance Report. RecTrac! will be implemented IAW MWR (IT) Fielding and Utilization Standards (effective Oct 05). Ensure adequate training is available for staff to use the software.
6. Use Financial Management Budget System (FMBS), Standard Management Information Reports for Finance (SMIRF), Standard NAF Acquisition and Contracting Systems (SNACS) and Source Time and Attendance (STA) IAW MWR IT Fielding and Utilization Standards (Oct 05).
7. Account for library property using AR 735-17.
8. Moratorium on closure of libraries remains in effect (DoD Memorandum, 7 Oct 98, subj: General and Recreational Libraries).

9. Conduct Better Opportunities for Single Soldiers (BOSS) rejuvenation workshops where needed; rejuvenation workshops will be conducted at region level. BOSS programs do well when garrison commanders and sergeants major are involved. Keeping mission commanders and sergeants major informed, soliciting their support, and developing working relationships with them will benefit the Army program. See http://www.usapa.army.mil/pdffiles/c608_04_1.pdf. Encourage the use of the BOSS program to spread the word and support the Combat Readiness Center's Soldier's safety initiatives.
10. Submit applications within specified timelines to participate in technical training in support of Community Recreation programs at garrisons. Training includes current program trends, Recreation Delivery System, RecTrac!, Army Program Tool, Army Baseline Standards, hands on skill development training, and guidance for program operation. Training is usually done in conjunction with professional organizations to leverage training opportunities.
11. Emphasize Army Civilian Training, Education, and Development System (ACTEDS) for librarian career field GS 1410. Find guidance at http://www.army.mil/usapa/epubs/xml_pubs/r690_950/main.xml#s11-7c .
12. Use centralized purchase program for fitness equipment; contracts currently available for cardio equipment identified in the Baseline Standards. Encourage the use of the Bulk Purchase Agreements that have been established for the purchase of strength equipment.
13. Participate in the Library Central Book Acquisition Program; find guidance in AR 215-1, para 8-17 c(7).
14. Promote training requirements outlined in the Army Baseline Standards and delivered by local Civilian Personnel Offices, HQDA, and the MWR Academy; examples include LEAD, Basic Management, and the Recreation Managers Course (ACTEDS for Career Field 51 (CF51); AR 215-1, Chapter 9, Section IV; AR 215-3, para 12-1 and 12-2).
15. Encourage staff to volunteer and be designated as Emergency Essential Civilians for mobilization and deployment purposes (AR 215-1, para 8-28).
16. Use the All Army Sports online application process for all athlete applications for All Army trial camps and competitions. Soldiers will complete applications and forward to commanders for coordination and approval. Approved soldier's applications will automatically be forwarded to the garrison's Sports point of contact for further processing. Ensure proper AKO addresses are used when submitting and processing athlete applications. Behind AKO: <https://armysports.cfsc.army.mil/apptrac.html>.

17. Emphasize the use of the Army Recreation Awards and the Armed Forces Recreation Society Awards to recognize outstanding performance by recreation employees and others who support recreation programs. Information on the award process is found on the Community Recreation website: http://www.armymwr.org/home/Show_file.asp?fileID=453. Army Recreation Awards nominations will be web-based in 2007.
18. Use the U.S. Army Physical Fitness Facilities Technical Criteria for construction of new Physical Fitness Centers. Exceptions to the standard must be approved by CFSC/IMA. <http://www.army.mil/cfsc/documents/recreation/fitnesstechcriteria.pdf>.
19. Develop CR Mobilization and Contingency plan to define CR responsibilities, timelines, and resources required to implement plan. Handbooks are being developed for use by Community Recreation staff and military personnel. Draft FM 1-0 Appendix H is available as of June 2006.
20. Use Army Program tool to assist in programming www.armyprogtool.com. Demonstration site for installations wishing to train their personnel is <http://demo.armyprogtool.com/>.
21. Support the General Library Information system (GLIS). GLIS is a web based information system that provides library management services for installation libraries and library services to deployed soldiers. Libraries began joining GLIS in 2005. The system allows access through AKO to each library's collection and permits families to register only once for library services throughout their Army Career [https://www.us.army.mil/suite/portal.do?\\$p=255553](https://www.us.army.mil/suite/portal.do?$p=255553).
22. Ensure a MOA/MOU exists between CR and CYS SKIES.

ARMED FORCES RECREATION CENTERS (AFRCs)

1. Installation Information, Tickets and Recreation (ITR) offices have the opportunity to book authorized patrons into participating Armed Forces Recreation Centers (AFRCs): Shades of Green® on WALT DISNEY WORLD® Resort (Orlando, FL) and the Edelweiss Lodge and Resort (Garmisch-Partenkirchen, Germany). ITR and Information, Tickets, and Tours (ITT) offices receive 10 percent commission payments for helping to increase occupancy at the AFRCs.

2. The Under Secretary of Defense has approved Shades of Green® as a designated/cleared government facility for conducting classified meetings and conferences up to and including SECRET level. Consider using Shades of Green® facilities in the months of lowest seasonal occupancy (September and January). Shades of Green® has two Level 2 trained Anti-Terrorism Officers on staff.

3. The Armed Forces Recreation Centers (AFRCs) are delivering Rest and Recuperation (R&R) programs in direct support of Service members on R&R or Block Leave from serving in Operation Iraqi Freedom or Operation Enduring Freedom. The R&R programs are in place at the Edelweiss Lodge and Resort (since Oct 03) and at the Shades of Green® and the Hale Koa Hotel® (since May 04). R&R Program Eligibility: The R&R programming eligibility at the Armed Forces Recreation Centers applies to service members on orders and assigned in support of Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF), on a 12-month tour of duty with more than 3 months in theater. Service members must be in an R&R leave/Block leave status (typically 6 months into the tour and as verified by DA Form 31) and a copy of OIF/OEF orders.

4. Planned troop reductions in the Korean and European Theaters are expected to impact AFRC profitability and revenues. Ask that Commanders work closely with your local AFRC General Managers for impact, projections, and planning purposes.

ARMY RECREATION MACHINE PROGRAM

The majority of this guidance applies only to overseas garrisons with ARMP operations. Garrisons in the United States that support amusement machine operations will comply with the guidance applicable to those machines.

OCONUS garrisons are provided 10 percent of the income of recreation machines to do the following to standard:

1. Provide space, power and environmental requirements for the operation of ARMP amusement game or gaming machines (AR 215-1).
2. Maintain cleanliness of the game area and machines therein (SOP OP-M010; SOP OP-G026).
3. Provide service to game machine customers in the form of change, refunds for malfunctions, payment of money owed from wins, change coin into currency or currency into coin, reset machines when required, and answer questions by players about game and play or operation (SOP OP-F002; SOP OP-G026; SOP OP-M010).
4. Maintain a change fund (AR 215-1; SOP OP).
5. Act as hand receipt holder for all ARMP equipment maintained at the locations (SOP OP-M010; SPO OP-G026).
6. Provide for inventories of assets and equipment (AR 215-1; DoD 7000.14-R DoD Financial Management Regulation Volume 13, NAF Policy and Procedures; SOP PR-P003; SOP PR-P004; SOP PR-P009).
7. Participate in coin and cash drops, counts, and fills (AR 215-1; SOP OP-D001; SOP OP-F004; SOP OP-G019; SOP OP-K008; SOP OP-K017; SOP OP-K018; SOP OP-K019; SOP OP-V001).
8. Witness maintenance by ARMP personnel of game machines and equipment as required (SOP OP-F003).
9. Accomplish deposit of ARMP funds (SOP OP-C018; SOP OP-F005).
10. Maintain security of the game room to prevent damage to ARMP machines and unauthorized play (SOP OP-A001).
11. Planned troop reductions in the Korean and European Theaters are expected to impact ARMP profitability and revenues. Ask that Commanders work closely with your local ARMP Field Office Managers and General Manager for impact, projections, and planning purposes.

LODGING

1. Comply with lodging supplemental operating policy regarding occupancy standards, smoking policies, pet policies and Distinguished Visitors Quarters operation www.armymwr.org/home/Show_file.asp?fileID=587; CFSC-BPL Memorandum, 15 Nov 04, subj: Morale, Welfare and Recreation (MWR) Board of Directors (BOD) Decision Items).
2. Comply with lodging supplemental operating policy regarding financial management and continental breakfast service.
3. Comply with Army Lodging Standards for Service, Operations, and Facilities and supporting Standard Operating Procedures (www.armymwr.org/home/Show_file.asp?fileID=151).
4. Comply with the Commanders Guide to Army Installation Standards to use professional interior designer services when selecting furnishings or equipment for habitable spaces and the approved Lodging Facility Standards (www.hqda.army.mil/acsimweb/homepage.shtml).
5. Comply with the MWR Board of Directors (MWR BOD) approved Army Lodging Standard Staffing Guidelines (full implementation in FY07) (CFSC-BPL Memorandum, 15 Nov 04, subj: Morale, Welfare and Recreation (MWR) Board of Directors (BOD) Decision Items). http://www.armymwr.org/home/Show_file.asp?fileID=150
6. Use standard Army Lodging property management system. Comply with automation security requirements of the Army Lodging Property Management System Security System Authorization Agreement Features Users Guide and the Trusted Facility Manual (<http://www.hqmwrr.army.mil/Misapps/ALPMS/alpms.htm>).
7. Use Financial Management Budget System (FMBS), Standard Management Information Reports for Finance (SMIRF), Standard NAF Acquisition and Contracting Systems (SNACS) and Source Time and Attendance (STA) IAW MWR IT Fielding and Utilization Standards (Oct 05).
8. Use Standard Product Program items and the Central Army Lodging Contracting Office to support contracting for NAF procurements not executed with the Government Purchase Card (<http://www.army.mil/cfsc/documents/lodging/MandatoryProducts5.pdf>).

CONSTRUCTION

1. Provide input to the annual NAF major construction program through the appropriate IMA Region and IMA Headquarters by 1 May; input includes a five year program list of projects with a DD Form 1391 for each project (AR 215-1).
2. For Capital Investment Review Board (CIRB) identified projects, complete all actions required by the project validation assessment (AR 215-1).
3. Budget for necessary funding to enable execution of approved NAF major construction projects. Some costs will be APF (e.g., environmental) and some will be NAF. Requirements include supplies, expendables, opening costs, environmental costs, "clean site" costs, elective changes after CIRB approves DD Form 1391, utilities, access roads (AR 415-19).
4. Comply with Commanders Guide to Army Installation Standards to utilize professional interior design services in the selection of furnishings and equipment for NAF projects. Request interior or foodservice design assistance, at no cost to the installation, through IMA Region to CFSC-CO.
5. The integrity of approved Interior and Foodservice Design packages shall be maintained throughout the acquisition process and should be treated as a brand name only procurement. (AR 215-4).
6. Request project management support for minor construction (CPMC) through IMA to CFSC-CO.
7. Submit requests for Public-Private Ventures (PPV) to "use other people's money" in providing MWR facilities and services. PPV candidates include Category C facilities such as car washes, casual dining facilities, recreational lodging, pet kennels, self-storage, water parks, and bowling centers. Follow the four step process in the MWR PPV development Guide at www.mwr-privateventures.com.
8. All DD Forms 1391 must be validated and current.

FINANCIAL MANAGEMENT

1. Comply with the DODI 1015.10 and AR 215-1 requirement to use APF to pay 100% of the MWR costs for which APF are authorized. Commanders will not take action to substitute NAF for APF at a rate greater than was in the approved budget or has occurred in the recent past. Whenever APF is available it will be provided to reduce the current level of NAF substitution for authorized expenses to zero (DODI 1015.10, para E7.1.4; AR 215-1, para 4-2, 4-12b and [DODI 1015.10 4-13b](#)).
2. Individuals, units, organizations, and installations have no proprietary interest in NAF assets. They are to be used for the collective benefit of Soldiers and may be distributed across the Army to help program activities meet standards (AR 215-1, para 4-12j and [DODI 1015.10 4-13j](#)).
3. Do not use NAF to fund protocol functions, retirement ceremonies, or for the specific benefit of select individuals or groups (AR 215-1, para 4-12i and [DODI 10 4-13i](#)).
4. Comply with the annual budget guidance and meet the suspenses for information submissions (www.army.mil/cfsc/documents/fm/opguide06/06fmog.htm).
5. Comply with the Army Uniform Funding and Management Guidance as stated in the Army Annual NAF Operating Guidance
6. Comply with the banking policies found in AR 215-1, chapter 11.
7. Submit Army Level Requirements (ALR) for Self Sufficiency Exemptions (BOD directed: CFSC Memo 4 Aug 04, subj: ALR Self Sufficiency Exemption).
8. Submit Army Level Requirements for MWR Unit Fund Dividends for units deployed from home stations (BOD directed: CFSC-SP Memo 12 Aug 03, subj: MWR Unit Fund Support to Deployed Troops).
9. Comply with Risk Management Insurance Program policy and reporting requirements found in AR 215-1, chapter 14 and paragraph 7-30.
10. Comply with semi-annual reporting requirements for the MWR Personnel Strength Report found in AR 215-1, chapter 11.
11. Submit financial statements and schedules as required by DoD 7000.14-R DoD Financial Management Regulation Volume 13, NAF Policy and Procedures.

12. Review and validate garrison input to ISR Infrastructure and Services/SBC assessments (<http://isr.hqda.pentagon.mil/>), especially APF and NAF program execution recorded in SBC. Accurate reporting of APF execution to DFAS is critical to ensure that garrison input to the Army Information Management–Headquarters Information (AIM-HI) model reflects true program baselines and allows the Army to properly plan, program, and budget installation requirements (<http://isr.hqda.pentagon.mil/download/webfiles/ISR3/ISRSBCGenGuidance.doc>).

13. Use Financial Management Budget System (FMBS), Standard Management Information Reports for Finance (SMIRF), Standard NAF Acquisition and Contracting Systems (SNACS) and Source Time and Attendance (STA) IAW MWR IT Fielding and Utilization Standards (Oct 05).

HUMAN RESOURCES

1. Comply with the standard that 80 percent of each IMA Region's Program Managers, Division Chiefs, and MWR Directors attend MWR Academy program management courses within the first year of being assigned to the position (i.e., Business Program Managers Course, Recreation Program Managers Course, CYS Coordinators Course, ACS Directors Leadership and Management) (ACTEDS for Career Field 51 (CF51); AR 215-1, Chapter 9, Section IV; AR 215-3, para 12-1 and 12-2).
2. Comply with the standard that 80 percent of new installation MWR Directors attend the Academy Executive Development for Directors of MWR course within the first year in the position, and 100 percent within two years in the position (ACTEDS for CF51; AR 215-1, Chapter 9, Section IV; AR 215-3, para 12-1 and 12-2).
3. Comply with the standard that 80 percent of installation Division Chiefs attend the Academy Executive Leadership and Management for MWR Division Chiefs course within the first year of assignment in the position, and 100 percent with two years in the position (ACTEDS for CF51; AR 215-1, Chapter 9, Section IV; AR 215-3, para 12-1 and 12-2).
4. Comply with the standard that 90 percent of new MWR managers as defined in the ACTEDS plan complete the CFSC Basic Management Course within the first 6 months of employment and 100 percent within the first year (ACTEDS for CF51; AR 215-1, Chapter 9, Section IV; AR 215-3, para 12-1 and 12-2).
5. Comply with the standard 100 percent of all MWR and ACS employees complete the on-line MWR Orientation Course within the first 60 days of employment. Commanders will provide MWR employees duty time (estimated to be 4 hours) to complete the orientation (ACTEDS for CF51; AR 215-1, Chapter 9, Section IV; AR 215-3, para 12-1 and 12-2).
6. Provide on the job time and resources to complete the MWR Academy on-line courses (AR 215-1, Section IV, para 9-10 b specifies requirement to provide resources to support individual development plans (IDPs)).
7. Comply with the standard 100 percent of employees have an IDP within 30 days of employment or at establishment of annual performance standards (AR 215-1, Section IV, para 9-10 a)
8. Comply with the standard that 80 percent of MWR and ACS employees attend other job related training as defined in ACTEDS for CF51.
9. Comply with the standard that 90 percent of all MWR and ACS employees are registered in the CFSC MWR Academy Learning Management System within 30 days of employment, and 100 percent within 60 days; employees register at www.mwraonline.com.

10. Provide at least five installations and trainers annually from each CONUS region to support the NAF Management Trainee Program; trainees will be assigned to an installation and trained for 12 to 18 months (AR 215-3).

11. Utilize the career referral program to fill NF-4 and NF-5 vacant MWR positions (AR 215-3, para 2-24). The website for MWR Jobs: <http://armymwr.com/portal/jobs>.

12. Encourage OCONUS managers to utilize the career referral program as described in AR 215-1 and AR 215-3 to fill MWR positions.

13. Provide benefits for NAF employees (Appendix A, SC1408, DOD 1400.25-M; Chap. 15, AR 215-3, US Army NAF Employee Retirement Plan; US Army NAF 401(k) Savings Plan; DOD Joint Uniform Health Insurance Plan; US Army NAF Employee Group Life Insurance Plan; and US Army Group Long Term Care Plan; www.NAFBenefits.com).

a. Ensure all newly hired NAF employees understand their eligibility to enroll in the NAF Employee Benefit Plans.

b. Process all benefit enrollment transactions on the Benefits Online System as required, including new hire transactions within 31 days of hire date.

c. Distribute Benefit Plan materials and information to all employees as provided by the NAF Employee Benefits Office and Benefit Program vendors under contract to CFSC-HRB.

d. Support NAF Employee Benefit employee communications initiatives by arranging Benefit presentations for NAF employees in cooperation with the NAF Employee Benefits Office and by supporting employee attendance.

e. Ensure all financial transactions for Benefit Plan enrollments are processed through NAF Financial Services.

14. Utilize the Uniform Funding and Management (UFM) website http://www.armymwr.org/home/Show_file.asp?fileID=894 to research frequently asked questions, information papers, and HR related UFM information.

15. Utilize the professional development website: http://www.armymwr.org/home/Show_file.asp?fileID=891 for professional development ideas, slides, leader development training, web sites for training applications, and examples of professional development.

INFORMATION MANAGEMENT

1. Follow the guidance in AR 25-1 for procuring and maintaining information technology (IT) systems; all new systems and major upgrades to current MWR IT systems will be approved by the MWR Configuration Control Board; garrison staffs must not purchase any system other than an approved Army MWR standard system.

2. On 19 May 2006, LTG Boutelle (Army CIO/G6) signed a memorandum, Subject: Implementation of U.S. Army Community and Family Support Center (CFSC) Non-Appropriated Fund (NAF) Information Systems into the Army Enterprise Infostructure (AEI). In summary, this memorandum enforced NETCOM TECHCON 2004-017 which specifically waived any introduction of the NAF Mission Systems into Active Directory. Installation Commander's need to ensure that the NAF Mission Systems that include, Point of Service (POS), Check-in Stations, Time Clocks, and Mission Servers are not part of the Installation Active Directory Implementation and are configured in accordance with the System's Security Authorization Agreement (SSAA). The subject memorandum will be promulgated through command channels.

3. Ensure the garrison Director of Information Management (DOIM) understands that MWR mission systems such as servers, point of service devices, check-in stations, and time clocks are exempt from server consolidation, single DOIM concept, and active directory migration through CY07 (see Army Knowledge Online (AKO), <https://www.us.army.mil>, CIO/G-6 and NETCOM TECHCON files sections for: CIO/G6 Server Consolidation Plan dated 18 May 05; CIO/G6 Single DOIM Concept 700 day Plan (Working Draft); TECHCON 2004-017, Command, Control, Communications, and Computers Information Management (C4/IM) Support for Army Morale, Welfare and Recreation, Lodging, and Family Program Information Systems on Army Installations, dated Dec 04).

4. Adhere to standard transaction codes (Transcodes) and financial management standards for RecTrac!, Golftrac, and CYMS to ensure proper financial reporting; find standards at www.ArmyMWR.org Financial Management Guidance page (MWR BOD directed, Oct 94).

5. File Systems Security Authorization Agreements for each MWR system with Garrison Information Services Officers. Obtain copies from Regional Information Services Officers or CFSC-IM. Systems will not be modified without the express consent of the MWR Designated Approving Authority (AR 25-2).

6. Contact MWR Management Information Systems (MIS) Customer Support Teams for assistance and answers to questions. Visit www.hqmw.army.mil.

7. Ensure all MWR IT users comply with the information assurance requirements in AR 25-2 (Sample acceptable use policy at appendix B-1, AR 25-2).

8. Participate in Information Service Officer training: use CIO/G-6 sponsored computer based training for technical skills on AKO; enroll in MWR IT training at the MWR Academy; attend the annual Director of Information Management conference.
9. Ensure that you have an Application Administrator (AA) for each MWR MIS software product (MWRWG action item 01-20, Aug 01).
10. Use Financial Management Budget System (FMBS), Standard Management Information Reports for Finance (SMIRF), Standard NAF Acquisition and Contracting Systems (SNACS) and Source Time and Attendance (STA) IAW MWR IT Fielding and Utilization Standards (Oct 05).
11. Use Financial Management Budget System (FMBS), Standard Management Information Reports for Finance (SMIRF), Standard NAF Acquisition and Contracting Systems (SNACS) and Source Time and Attendance (STA) IAW MWR IT Fielding and Utilization Standards (Oct 05).

NAF CONTRACTING

1. If NAF contracting responsibility is at the garrison, appoint Agency Program Coordinators (APC) for the purchase card program and ensure APC trains all purchase card holders and billing officials and inspects all files of billing officials (Army NAF SOP; DoD Policy). This does not apply when contracting responsibility is at Region.
2. Provide complete information about the DoD and NAF electronic shopping mall, allowing purchase card holders the opportunity to use this service when it provides the most efficient method of purchasing items (www.mwremall.com).
3. Require procurement personnel to enter product codes for goods and services in order to obtain adequate data to make strategic sourcing recommendations (www.armymwr.org/home/Show_file.asp?fileID=864).
4. Require requesting activities to use standard accounting codes on purchase request to obtain adequate data to make strategic sourcing recommendations (www.armymwr.org/home/Show_file.asp?fileID=864).
5. Ensure that the Army Standard NAF Acquisition Contracting System (SNACS) Application Administrators at all levels provide support to system users in accordance with the standing operating procedures (www.armymwr.org/home/Show_File.asp?fileID=741).

STRATEGIC PLANNING

1. Ensure activities, including concessionaires, comply with laws prohibiting possession or use of gambling devices on federal property in the United States. Prohibited devices include any machine which, when played, delivers or entitles players to receive money or other property (e.g., coupons, tickets, or tokens redeemable for cash or goods), as the result of the element of chance (15 USC 1171 and 1175; DoDI 1015.10).
2. Complete an MWR Action Plan as part of an Installation Implementation Plan at all installations affected by Base Realignment and Closure (BRAC). Find guidance at www.hqda.army.mil/acsim/brac/braco.htm.
3. Follow the MWR Guide for BRAC Installations to close MWR and Family programs at BRAC locations. See www.armymwr.org/home/Show_file.asp?fileID=704.
4. Ensure the garrison relationship with the Boy Scouts complies with AR 210-22 and the Joint Ethics Regulation. The Army or any official thereof may not in any official capacity be the “charter organization” for any Boy Scout activity. Scout activities duly chartered by a non-federal entity may operate on the garrison (AR 210-22; the Joint Ethics Regulation; OSD P&R Memo 12 Nov 04, subj: Pending Partial Settlement on Litigation Regarding Legal Chartering of Boy Scouts of America (BSA) Organizations Operating on DoD Installations).

LEASING/PRIVATIZATION

Report immediately any leasing or privatization proposal or activity, including RCI/EUL/PAL that affects MWR or family programs to IMA Region for forwarding to HQ IMA and HQ CFSC. IMA and CFSC will advise the installation to ensure the proposal complies with statutory and regulatory guidance, serves the best interests of the affected programs, and benefits all authorized patrons.

REFERENCES

Laws and Regulations

- 10USC1588 Authority to Accept Certain Volunteer Services
- 15USC1171 Definitions (applies to gambling devices)
- 15USC1175 Specific jurisdictions within which manufacturing, repairing, selling, possessing, etc., prohibited; exceptions (applies to gambling devices)
- Public Law 103-160, The National Defense Authorization Act of FY 94
- Public Law 107-107, The National Defense Authorization Act of FY 02
- House Appropriations Committee Report 105-206 to accompany HR 2266, FY 98 National Defense Appropriations Act
- Joint Ethics Regulation
- DoDI 1015.10 Programs for Military Morale, Welfare, and Recreation (MWR)
- DoDI 1015.11 Lodging Resource Policy
- DoDI 1015.12 Lodging Program Resource Management
- DoDI 1100.21 Volunteer Services in the Department of Defense
- oD Manual 4165.63 Housing Management
- DoDD 5030.56 DoD Consumer Affairs Program
- DoDD 6495.01 Sexual Assault Prevention and Response (SAPR) Program
- DoD 7000.14-R DoD Financial Management Regulation Volume 13, NAF Policy and Procedures
- AR 25-1 Army Knowledge Management and Information Technology Management
- AR 25-2 Information Assurance
- AR 210-14 The Army Installation Status Report Program
- AR 210-22 Private Organizations on Department of the Army Installations
- AR 215-1 Morale, Welfare, and Recreation Activities and Nonappropriated Fund Instrumentalities
- AR 215-3 Nonappropriated Fund and Related Activities Personnel Policies and Procedures
- AR 215-4 Nonappropriated Fund Contracting
- AR 415-19 Nonappropriated-Funded Construction Project Development and Approval
- AR 608-1 Army Community Service Centers
- AR 608-10 Child Development Services
- AR 608-18 Family Advocacy Program
- AR 608-47 Army Family Action Plan
- AR 608-48 Army Family Team Building
- AR 608-75 Exceptional Family Member Program
- AR 690-950 Career Management
- AR 735-17 Accounting for Library Materials
- DA PAM 608-17 Instructions for Implementing Army Community Service Accreditation Program
- DA CIR 608-04-1 Better Opportunities for Single Soldiers Program
- ALARACT MSG R 141736Z Mar 05

- ALARACT MSG R 162227Z May 05
- 215-1 paragraph 8-18

Business Programs

- DMWR IMA Minutes 7 Dec 05
- NAFBAI #04-G-003, NAVBAI #04-G-004
- Business Programs Quarterly Summary, 4Q FY00

Lodging Reference

- CFSC-BPL Memorandum, 15 Nov 04, subj: Morale, Welfare and Recreation (MWR) Board of Directors (BOD) Decision Items

Child and Youth Services References

- CYS Key Management Controls, 19 Nov 01
- Out of School Child Supervision Requirements for Elementary and Middle School Children and Youth During Parental Duty Hours, 11 Jul 00
- US Army CYS Mobilization and Contingency (MAC) Handbook, 9 Jan 03; CYS Mobilization and Contingency Planning and Cost Projection Tool, 8 Jan 03
- CYS Organizational Structure, 17 Jul 00
- IMA FY04 Netcall #24
- Partnership 2001 (and Beyond): Combined Federal Campaign and CYS, 7 Mar 00
- Memorandum of Understanding between BGCA and HQDA CSFC, 5 Apr 96
- CYS Annual Report and Program Status Update
- Child and Youth Services Productivity, Cost Management, and Accountability (PCMA) Tools, 22 Jul 03
- Child and Youth Personnel Pay Program (CYPPP), 12 Feb 99
- Networthiness Certification for Child and Youth Services Youth Technology Lab (CYS-YTL). 16 Sep 04.
- 4-H Clubs in Army Child and Youth Services Programs, 12 Apr 02
- System Security Authorization Agreement (SSAA) for the US Army Community and Family Support Center's Child and Youth Services Youth Technology Lab System, version 2, Jun 04)
- Boys and Girls Clubs of America State Alliances, 22 Nov 05
- Revised Strategies to Reduce the Risk for Sudden Infant Death Syndrome (SIDS) in Child Development Services (CDS) Settings, 22 Nov 05
- School Year (SY) 2005-2006 Army Child and Youth Services (CYS) Consolidated Fee Policies and Guidance

Community Recreation Reference

- DoD Memorandum, 7 Oct 98, subj: General and Recreational Libraries

Family Programs References

- Directive Type Memorandum, 17 Dec 04, Under Secretary of Defense, Personnel and Readiness
- CFSC Memorandum of Understanding with the Council of Better Business Bureaus, 29 Jul 03
- CFSC Memorandum, 29 Jul 02, subj: Army Personal and Family Readiness Courses for Promotion Points

Army Recreation Machine Program SOPs

- SOP OP
- SOP OP-A001 – Security
- SOP OP-C018 – Funds Deposit Responsibilities
- SOP OP-D001 – Cash Collection Procedures (Automated and Manual) - Slots
- SOP OP-F002 – Recreation Machine Operation
- SOP OP-F003 – Gaming Machine Maintenance
- SOP OP-F004 – Cash Collection - Slot Machines
- SOP OP-F005 – Funds Deposit
- SOP OP-G019 – Cash Collection Procedures (Automated and Manual - Amusement Machines
- SOP OP-G026 – Installing and Removing Amusement Machines
- SOP OP-K008 – Coinless Cash Collection Procedures
- SOP OP-K017 – ACM Full Fill Procedures
- SOP OP-K018 – ACM Partial Fills
- SOP OP-K019 – ACM Initial Fills
- SOP OP-M010 – Installing Gaming Machines
- SOP OP-V001 – VLC Cash Collection Process
- SOP PR-P003 – Controlled and Sensitive Property Inventory
- SOP PR-P004 – Controlled and Sensitive Property
- SOP PR-P009 – ARMP Property Disposal

Financial Management References

- CFSC-SP Memo 12 Aug 03, subj: MWR Unit Fund Support to Deployed Troops
- CFSC Memo 4 Aug 04, subj: Army Level Requirements (ALR) Self Sufficiency Exemption
- CFSC-FM-C Memo, subj: Fiscal Year 2005 (FY 05) Nonappropriated Fund Instrumentalities (NAFIs) Financial Management Operation Guidance

NAF Contracting Reference

- Army NAF SOP

Strategic Planning Reference

- OSD P&R Memo 12 Nov 04, subj: Pending Partial Settlement on Litigation Regarding Legal Chartering of Boy Scouts of America (BSA) Organizations Operating on DoD Installations

MWR BOD Decisions By Meeting

- www.armymwr.org/home/Show_file.asp?fileID=236; click on Board of Directors - History link.

Websites

- www.dmdc.osd.mil is the Defense Manpower Data Center website.
- <https://www.us.army.mil> is Army Knowledge Online.
- www.hqda.army.mil/acsim/brac is the Base Realignment and Closure website.
- www.hqda.army.mil/acsimweb is the ACSIM homepage.
- <http://isr.hqda.pentagon.mil> is the ISR website. In addition to guidance, registered users can obtain ISR results by clicking the "ACCESS ISR WEB" icon on the website.
- www.apd.army.mil is the Army Publications Agency website. The Army regulations, pamphlets, and circulars listed above are available on this website.
- www.armymwr.com is the primary MWR website.
- www.armymwr.org is the website for MWR professionals. It can be accessed from the primary MWR website as well as from this URL. Individual pages for program proponents are listed in the body of the memorandum.
- www.hqmw.army.mil is the principal MWR Management Information Systems website. The proponent is CFSC's Information Management Directorate.
- www.army.mil/cfsc/documents provides electronic copies of documents. Users must follow the entire link listed in the body of the memorandum in order to retrieve a document.

- www.myarmylifetoo.com is the principal website providing information to Army families. The proponent is CFSC's Family Programs Directorate.
- www.militaryonesource.com provide assistance in dealing with life's issues.
- www.ArmyFRG.org is the virtual Family Readiness Group website.
- www.mwr-privateventures.com explains how to initiate a public-private venture.
- www.mwremall.com provides one-stop worldwide electronic access to products and services.
- www.mwraonline.com provides access to the MWR Academy.
- www.NAFBenefits.com is the one-stop service for NAF employees to learn about benefits and access their records. The website also has a password protected section for human resources officers.
- www.mwrpromotions.org is the entry point for management to use to learn about promotions available to MWR patrons.
- www.mwrpromotions.com is the website for patrons to learn about promotions.
- <http://brand.armymwr.org> is the location of the MWR Brand Identity Toolkit.
- www.Armyprogtool.com is the location for recreation programming data and guidance.
- www.armymwr.org/internal/default.asp?ID=3 is the Internal Review website. Item four in the tree list contains management control checklists and terminal audit guidance applicable to garrisons.
- http://www.armymwr.org/home/Show_file.asp?fileID=894 or www.ArmyUFM.com link to guidance and information about UFM.
- http://www.armymwr.org/home/Show_file.asp?fileID=891 is the MWR jobs portal.

FUTURE INITIATIVES

CFSC Directorates are working on the following initiatives to further improve CFSC's support to you or make the headquarters more efficient and effective

Business Programs

- As a follow-on to successes enjoyed with the single-source acquisition of golf cars, a Process Action Team met at Fort Eustis, VA 17-19 May 2006 to outline the way ahead for single source acquisition of golf course maintenance equipment.

Family Programs

- Integrated Multi-Component Family Support Network (IMCFSN) Pilot Project - works in concert with other military and civilian agencies to establish a comprehensive multi-agency approach for community support and services to meet the diverse needs of Active and mobilized Guard and Reserve Army families (Pilots ongoing FY06).

Community Recreation

- The US Army Soldier Show 2006 is currently on tour.

Strategic Planning

- We recognize the interrelationship among Uniform Funding and Management (UFM), the Standard Garrison Organization, leader development programs, the Global War on Terrorism, Transformation, and other initiatives change the way MWR does business. Our strategic efforts will focus on tying these efforts together.
- Working groups have reviewed the MWR SAP goals and objectives, proposed changes to them, and identified potential actions and measures to implement them. The groups' results are being circulated for review and comment. CFSC will ask the MWR EXCOM to approve changes to the goals and objectives at the 2Q, FY07 EXCOM meeting.

CALENDAR

Business Programs

- Military Idol Competition (Aug - Sep 06)
- 101 Days of Bowling (May – Sep 06)
- Nominate Excellence in Management/James A Carroll Award candidates
NLT 30 Nov06
- PGA/Armed Forces Golf Managers' Training Seminar, Orlando, FL (Jan 07)
- Bowl Expo, Las Vegas, NV (Jun 07)

Child and Youth Services

- Sports Directors Training – Sep 06

Family Programs

- [Army Family Readiness Advisory Council Meeting, Alexandria, VA, 18-20 Sep 06](#)
- [The Association of Volunteer Administrators Conference, MN, 27-30 Sep 06](#)
- [AUSA/ASEP IPR, Washington, DC, 9-11 Oct 06](#)
- [HQDA AFAP Conference, Alexandria, VA 13-17 Nov 06](#)
- [HQDA AFAP GOSC, Alexandria, VA, 14 Nov 06 \(T\)](#)
- [National Family Volunteer Day, 18 Nov 06](#)
- [Army Family Team Building Day, 16 Dec 06](#)

Community Recreation

- Soldier Show www.armymwr.com/portal/recreation/entertainment/armysoldiershow/
- BOSS Competition/Awards - www.armymwr.com/portal/recreation/single
- [Arts and Crafts Competitions:](#)
 - [Arts and Crafts Contest applications due 25 May 07](#)
 - [Photo Contest applications due 31 Oct 07](#)

Strategic Planning

- MWR Executive Committee – 4Q, FY06.
- MWR Board of Directors – 1Q, FY07.

WELL DONE

Garrisons, the IMA, and CFSC have collaborated to improve efficiency and effectiveness, reduce costs, and increase revenue. These initiatives and actions deserve a “well done.”

- Army Lodging operations saved \$665K year to date Mar FY06 through the use of standard products/services acquired through centralized contracting efforts. Additionally Army Lodging benefited from \$210K in rebate revenue accruing from 1st quarter FY06 purchases.
- Established 650 Virtual Family Readiness Groups
- 105,981 family members and Soldiers participated in community based AFTB training in FY05.
- Over 43,000 registered users receive the Family News list serve
- More than 27,000,000 “hits” year to date on the MyArmyLifeToo.com website
- The MWR Career Referral Program assisted Commanders in filling 614 NF 4-6 positions; GS 09-15 ACS positions during Calendar Year 05.